

25 January 1982

MEMORANDUM FOR: DDCI

82-2185

FROM :

[redacted]
Executive Secretary

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SUBJECT : Suspense System

1. On Friday, 22 January, you asked me to devise a foolproof--or "almost" foolproof--suspense system for correspondence. Let me outline the system we are now using and present some recommendations for tightening it up.

--When correspondence arrives in the Executive Secretariat the time of receipt is noted on it, and I or [redacted] assign action together with a suspense date.

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--The suspense date is chosen to insure a prompt reply.
(An interim reply is required if a full reply will take time.)

--Chief, Executive Registry monitors suspense dates and for each fills in a form. This is put into a suspense file under date due. Each day this file is checked by [redacted] and action officers contacted by him or me as necessary.

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--The same procedure is used for internal action memos from the DCI, although a separate file is maintained for these.

2. Overall, I believe the system has worked well. I cannot recall any missed deadlines with the Cabinet Office; our record in responding to NSC requests is excellent, that to Congressional requests less good. Private correspondence is answered promptly.

3. To improve matters I recommend:

--Extensions to correspondence deadlines require OK of the Executive Director.

--A weekly delinquency report be provided to the DDCI and Executive Director.

--The DDCI reaffirm in writing that correspondence must come through the Executive Secretary and that handcarrying be kept to the absolute minimum. (In June 1981 I distributed to all hands a memorandum on this subject and reissued it in January 1982.)

--The DDCI reiterate at a DCI Staff Meeting that correspondence and actions must be answered on time, that you and John McMahon are monitoring this, and that the chain of command must do likewise.

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